

Consultant Request for Proposal
MA Commission on Gay, Lesbian, Bisexual and Transgender Youth
10-12-10

The MA Commission on Gay, Lesbian, Bisexual and Transgender Youth (MCGLBTY, “the Commission”) is seeking a Consultant to develop a strategic plan for the Commission, reflecting the approaches, goals, and plans, and models for the Commission’s work for the next 1-3 years.

Background/Overview:

The MCGLBTY is the only state agency educating, advocating and recommending policy for the health and safety of GLBT youth throughout the Commonwealth, both in public schools and in the community. The Commission has a unique capacity and role to play in the state, which needs support and strategic planning to maximize its potential.

In order to best position the Commission to attract funds and other support, further clarification and a detailed plan for its vision and goals are needed. A consultant specializing in strategic planning will outline a specific, outcome-oriented timeline for the next 1-3 years, with realistically achievable goals and objectives. The primary need for this project is the services of an experienced strategic planning consultant who will quickly be able to get up to speed with the complex history and current situation of our organization. The Commission needs a consultant capable of completing the work in a limited timeframe and conversant with the GLBT youth development work, especially in the greater Boston area.

The consultant will work with commissioners to craft a 1-3 year plan, with an eye to future longer term planning. It is our expectation that the consultant’s work will be completed in 4-6 weeks, enabling the Commission to utilize this information in building a case for support from public and private sources.

With a strategic plan in hand, the Commission will:

Short Term

Gain guidance for **Fiscal Stability and Capacity-Building**: Articulation of Commission vision and goals will lead to a solid plan for moving forward and lay the foundation for its work to extend into the next five years.

Long Term

Act as a **Convener**: Bring together GLBT youth supporting programs, agencies, advocates, researchers, policy-makers, and GLBT youth themselves;

Support **Research**: Forge connections between university and independent researchers for common projects, i.e. Anti-Bullying programs, Gender Identity issues in schools, etc.;

Bring presenters on **National GLBT Work** to the Greater Boston area, such as the National Safe Schools Roundtable and Groundspark.

Maximize **Cross-Sector Collaboration** between GLBT youth-related public health and public education agencies, and within the GLBT youth serving non-profit community.

Consultant Qualifications:

The consultant/s who collaborate in the submission of an RFP should have the following qualifications:

1. Experience with short-term, clearly targeted, strategic planning projects.
2. Demonstrated knowledge and expertise in GLBT health and education and infrastructure of GLBT youth services, preferred.

3. Knowledge (direct or through supporting team members) of the GLBT youth community and political environment, preferred.
4. Experience working for or with state agencies, preferred.

Scope of Work:

With the support of the former MCGLBTY Executive Director (ED) and the Chair of the Commission's Public-Private Partnership (PPP) Committee, the consultant will gather information through the following mechanisms:

1. Communication with the former executive director, chair, vice chair and supporting personnel.
2. Communication with members of the MCGLBTY Executive Committee.
3. Meetings with members of identified stakeholder and functional committees of the Commission. Committee meetings will include members of the Advancement, Oversight, PPP and Disparities committees. Stakeholder meetings will include a limited number of GLBT youth-serving organizations, to be identified by the former ED and the PPP committee.
4. Meetings with current and/or former Commission members, to be identified by the former ED and the PPP.
5. For each committee and stakeholder interview, the consultant will identify key concerns, opportunities and potential costs, benefits. The former ED will help facilitate, organize and schedule meetings, and will also facilitate communications and document-sharing. Meeting notes, comments and other information will be shared with the MCGLBTY Executive Committee, by email or at regularly scheduled meetings.
6. Additional research, as required, to answer questions described in the deliverable.

The Consultant will deliver a Brief Strategic Plan (8-10 pages), plus appendices to include the following elements:

- a. Executive Summary
- b. Development Milestones: What is the organization really doing? What function is it performing? What is it uniquely placed to accomplish?
- c. MCGLBTY governance and management structure, including a brief overview of options and sources of ongoing funding.
- d. A SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.
- e. Vision: What will the Commission look like in 1-3 years' time?
- f. Corporate Values: The values and standards governing the operation of the Commission and its relationships with society, consumers, local community and other stakeholders.
- g. Strategic Objectives: The overall achievements and broad progress to be realized over the next 1-3 years. These can relate to stakeholders, the community and/or the Commission itself.
- h. Key Strategies: Identify major strategies covering the *business as a whole*, (including such matters as diversification, growth, or new directions), or primary matters *within key functional areas* (finance, management, operations, etc.).
- i. Major Goals: Quantify key high-level targets which are (very) achievable over next 1-3 years in terms of fulfillment of charge, service to the community, finances, operations, technologies, etc.
- j. Strategic Actions: Outline up to six major actions in order of importance. For each, indicate what, who, where, how and when, i.e. specify the resources, objectives, time-scales, deadlines, budgets and performance targets for each action.

Timing:

<i>Due Date</i>	<i>Event</i>
<i>October 12</i>	<i>Post and circulate final RFP for potential consultants; Request a letter of interest with bid on the RFP.</i>
<i>October 21</i>	<i>Letters of Interest/Responses to RFP due from potential consultants.</i>
<i>October 25</i>	<i>In report to Executive Committee, PPP identifies top 2-3 potential consultants to be interviewed for contracted work. Executive Committee authorizes PPP and Commission Chair to award final contract.</i>
<i>November 5</i>	<i>PPP awards final contract, approved by the Commission Chair.</i>
<i>November 5-December 14</i>	<i>Work of consultant.</i>
<i>December 14</i>	<i>Consultant presents draft strategic plan, with brief Q&A, at Full Commission Meeting.</i>
<i>January 10</i>	<i>Final Strategic Plan Due to Executive Committee.</i>
<i>January 22</i>	<i>Final Strategic Plan presented at Commission Retreat.</i>

Proposal length and requirements:

Proposal should not exceed 5 pages, to include the following:

1. Demonstration of understanding of MCGLBTY approach/needs;
2. Qualifications vis-à-vis requirements.
3. Consultant background, experience and qualifications.
4. A schedule of availability and description of tasks.
5. A description of deliverables.
6. Proposed budget, including hourly or project rates, estimated hours, and estimated additional expenses.
7. Disclosure of any conflicts of interests involving Commission members, and a provision of a plan to manage conflicts.
8. Email and phone contacts for least three references.

A one-page cover letter should summarize the proposal, including key elements and proposed price. Additional space, as required, may be used for Resumes/CVs of Consultant/s. A sample strategic plan, or reports and publications demonstrating capabilities, may also be provided. The proposal should be e-mailed, and a copy mailed to Lisa Perry-Wood.

Proposal Budgets:

MCGLBTY has a maximum budget of, **\$6,000** for this work.

Contact Information:

Information about MCGLBTY is available at www.mass.gov/cgly or by request from

Lisa Perry-Wood, Development Consultant (former MCGLBTY Executive Director)
250 Washington Street, 3rd Floor
Boston, MA 02108
Lisa.perry-wood@state.ma.us
781-883-3411

Proposals should be *e-mailed* to Lisa Perry-Wood.

Selection Criteria:

The consultant will be selected at the discretion of the MCGLBTY Executive Committee.

Criteria to be considered in making this selection will include:

1. Demonstrated depth/breadth of understanding of goals/purposes of MCGLBTY
 - a. Governance/management stakeholder model
 - b. History and context of MCGLBTY.
2. Demonstrated depth/breadth of knowledge of environment
 - a. Of GLBT youth community and work.
 - b. Of Massachusetts state environment.
3. Ability to achieve deliverables within the timeframe
 - a. Realistic schedule of events, meetings and process for achieving deliverables;
 - b. Confidence in ability to provide a high quality, actionable plan, RFP and other deliverables in the required timeframe.
 - c. Ability to work within collaborative framework of MCGLBTY, including communications plan with ED, Chair, and PPP Committee.
4. Qualifications and credentials
 - a. Consultant team qualifications
 - b. Confidence in ability to provide MCGLBTY a balanced assessment of risks and opportunities